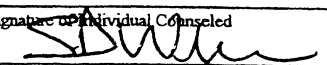


# FITNESS REPORT & COUNSELING RECORD (E7-OF)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) <b>WADDLE, SCOTT D</b>				2. Grade/Rate <b>CDR</b>		1120		4. SSN <b>(b)(6) (b)(7) (b)(8) (b)(9)</b>				
5. ACT <input checked="" type="checkbox"/> TAR <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/265 <input type="checkbox"/>		6. UIC <b>21831</b>		7. Ship/Station <b>SSN-772 GREENEVILL</b>			8. Promotion Status <b>REGULAR</b>		9. Date Reported <b>99FEB21</b>			
Occasion for Report 10. Periodic <input checked="" type="checkbox"/> 11. of Individual <input type="checkbox"/> 12. Reporting Senior <input type="checkbox"/> 13. Special <input type="checkbox"/>				Period of Report 14. From: <b>99SEP01</b> 15. To: <b>00AUG04</b>								
16. Not Observed Report <input type="checkbox"/>		Type of Report 17. Regular <input checked="" type="checkbox"/> 18. Concurrent <input type="checkbox"/> 19. Ops Cdr <input type="checkbox"/>		20. Physical Readiness <b>P/WS</b>			21. Billet Subcategory (if any) <b>CO AFLOAT</b>					
22. Reporting Senior (Last, FI MI) <b>(b)(6) (b)(7) (b)(8) (b)(9)</b>			23. Grade <b>CAPT</b>		24. Desig <b>1120</b>		25. Title <b>COMMODORE</b>		26. UIC <b>55346</b>		27. SSN <b>(b)(6) (b)(7) (b)(8) (b)(9)</b>	
28. Command employment and command achievements. Deployed to EASTPAC-4, Upkeep/Training-4, Local Area Operations-3, ORSE-1, TWP-1, Bilateral Deep Submergence Rescue Vehicle Operations with JDS HAYASHIO (SS 585); Awarded COMSUBRON 1 Tactical "T", Medical "M", Administrative "A" and Silver Anchor Retention Award for 1999.												
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) <div style="border: 1px solid black; display: inline-block; padding: 2px;">CO</div> Commanding Officer-11												
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.)				30. Date Counseled		31. Counselor <b>(b)(6) (b)(7) (b)(8) (b)(9)</b>			32. Signature of Individual Counseled 			
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.												
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards							
33. PROFESSIONAL EXPERTISE: Professional proficiency, and qualifications.  NOB <input type="checkbox"/>	- Lacks basic professional knowledge to perform effectively. - Cannot apply basic skills.  - Fails to develop professionally or achieve timely qualifications.	-	- Has thorough professional knowledge.  - Competently performs both routine and new tasks. - Steadily improves skills, achieves timely qualifications.	-	- Recognized expert, sought after to solve difficult problems. - Exceptionally skilled, develops and executes innovative ideas. - Achieves early/highly advanced qualifications.							
34. EQUAL OPPORTUNITY: Fairness, respect for human worth.  NOB <input type="checkbox"/>	- Displays personal bias or engages in harassment. - Tolerates bias, unfairness or harassment in subordinates. - Lacks respect for EO objectives.  - Interferes with order and discipline by disregarding rights of others.	-	- Always treats others with fairness and respect. - Does not condone bias or harassment in or outside of workplace. - Supports Navy EO objectives.  - Contributes to unit cohesiveness and morale.	-	- Admired for fairness and human respect. - Ensures a climate of fairness and respect for human worth. - Pro-active EO leader, achieves concrete EO objectives. - Leader and model contributor to unit cohesiveness and morale.							
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, Physical fitness, adherence to Navy Core Values. NOB <input type="checkbox"/>	- Consistently unsat appearance. - Unsatisfactory demeanor/conduct. - Unable to meet one or more physical readiness standards. - Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.	-	- Excellent personal appearance. - Excellent demeanor or conduct. - Complies with physical readiness program, within all standards. - Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.	-	- Exemplary personal appearance. - Exemplary representative of Navy. - Excellent or outstanding PRT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.							
36. TEAMWORK: Contributions to team building and team results.  NOB <input type="checkbox"/>	- Creates conflict, unwilling to work with others, puts self above team. - Fails to understand team goals or teamwork techniques. - Does not take directions well.	-	- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.	-	- Team builder, inspires cooperation and progress. - Talented mentor, focuses goals and techniques for team. - The best at accepting and offering team direction.							
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning, Prioritizing, achieving mission.  NOB <input type="checkbox"/>	- Lacks initiative. - Unable to plan or prioritize. - Does not maintain readiness. - Fails to get the job done.	-	- Takes initiative to meet goals. - Plans/prioritizes effectively. - Maintains high state of readiness. - Always gets the job done.	-	- Develops innovative ways to accomplish mission. - Plans/prioritizes with exceptional skill and foresight. - Maintains superior readiness, even with limited resources. - Gets job done earlier and far better than expected.							

# FITNESS REPORT AND

# COUNSELING RECORD (E)

(cont'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) WADDLE, SCOTT D				2. Grade/Rate CDR		3. 1120		4. SSN [REDACTED]	
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro- gressing	3.0 Meets Standards		4.0 Above Standards	5.0* Greatly Exceeds Standards			
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.	- Fails to motivate, train or develop subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. - Does not attend to welfare of subordinates.		- Effectively motivates, trains and develops subordinates. - Organizes successfully, solves problems as they occur. - Sets/achieves useful, realistic goals which support command mission. - Performs well in stressful situations.  - Clear, timely communicator. - Ensures safety of personnel and equipment. - Routinely considers subordinates' personal and professional welfare.			- Inspiring motivator and trainer, consistently builds winners. - Superb organizer, great foresight, gets ahead of problems. - Leadership achievements dramatically further command mission. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. - Constantly improves the personal and professional lives of others.			
NOB <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input checked="" type="checkbox"/>			
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	- Has difficulty attaining qualification expected for the rank or experience. - Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment. - Warfare skills in specialty are below standards compared to others of same rank and experience.		- Attains qualifications as required and expected. - Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment.  - Warfare skills in specialty equal to others of same rank and experience.			- Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank and experience.			
NOB <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input checked="" type="checkbox"/>			
40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.						MAJOR COMMAND		OSD/JOINT STAFF	
<p>41. COMMENTS ON PERFORMANCE: * All 5.0 and 1.0 marks must be specifically substantiated in comments. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is Prohibited. Font must be 10 or 12 Pitch (10 or 12 Point) only. Use upper and lower case.</p> <p>A TOP CO. OUTSTANDING MENTOR/INSPIRATIONAL LEADER. READY FOR MAJOR COMMAND.</p> <p>Equal in every respect to my EP, but ranked as an MP solely due to admin requirements.</p> <p>*33/37/39-Superb tactical skill across a broad spectrum of operations. Outstanding performance during an emergent operation vital to national security and during a deployment in support of operations with Joint Task Force West Coast. Clearly demonstrated leadership and tactical acumen found in only the best CO's.</p> <p>*36/37/39-Go to boat for emergent operations. Awarded Tactical T, Medical M and Admin A in 1999. Best Weapons Department in Squadron; Above Average on TWP; shooting 5 for 5. Superb performance during several TACDEVEX's, Battle Group exercises and joint US/Japanese DSRV operations.</p> <p>*36/38-Superb crew and officer morale. Strong mentor for officers in his wardroom, 100% officer retention. Flies gold and silver dolphin flags representing excellence in crew warfare qualifications. Recognized by Silver Anchor Award in 1999 and Fleet Commander in 2000 for retention excellence.</p> <p>*36- Exceeds all physical fitness requirements.</p> <p>Commander Waddle is performing flawlessly as Commanding Officer and I know of NO OTHER OFFICER with his proven potential to serve in a major command. He is most strongly recommended for immediate promotion to Captain and has EXCEPTIONAL FLAG POTENTIAL.</p>									
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address		
42. INDIVIDUAL				X					
43. SUMMARY	<input checked="" type="checkbox"/>	0	0	2	1	1			
45. Signature of Reporting Senior  [Signature] Date: 8-3-00					46. Signature of Individual Evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement." I intend to submit a statement <input type="checkbox"/> I do not intend to submit a statement <input checked="" type="checkbox"/> [Signature] Date: 8-3-00				
47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report									
Date:									

# FITNESS REPORT & CC

# SELING RECORD (E7-06)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) WADDLE, SCOTT D				2. Grade/Rate CDR		3. Ensign 1120		4. SSN E(6)(6)J			
5. ACT <input checked="" type="checkbox"/> TAR <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/265		6. UIC 21831		7. Ship/Station SSN-772 GREENEVILL			8. Promotion Status REGULAR		9. Date Reported 99FEB21		
Occasion for Report 10. Periodic <input checked="" type="checkbox"/> 11. of Individual <input type="checkbox"/> 12. Reporting Senior <input type="checkbox"/> 13. Special <input type="checkbox"/>			Period of Report 14. From: 98JUN13 15. To: 99AUG31								
16. Not Observed Report <input type="checkbox"/>		Type of Report 17. Regular <input checked="" type="checkbox"/> 18. Concurrent <input type="checkbox"/> 19. Ops Cdr <input type="checkbox"/>			20. Physical Readiness P/WS		21. Billet Subcategory (if any) CO AFLOAT				
22. Reporting Senior (Last, FI MI) E(6)(6)J		23. Grade CAPT		24. Desig 1120		25. Title COMMODORE		26. UIC 55346		27. SSN E(6)(6)J	
28. Command employment and command achievements. Upkeep/Training-4, Local Area Operations-1, Leave/Transit/TEMU-9: 98JUN13-99FEB20											
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) CO Commanding Officer-5.											
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.				30. Date Counseled NOT REQ		31. Counselor		32. Signature of Individual Counseled			
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.											
PERFORMANCE TRAITS		1.0* Below Standards		2.0 Pro- gressing		3.0 Meets Standards		4.0 Above Standards		5.0* Greatly Exceeds Standards	
33. PROFESSIONAL EXPERTISE: Professional knowledge, proficiency, and qualifications. NOB <input type="checkbox"/>		- Lacks basic professional knowledge to perform effectively. - Cannot apply basic skills. - Fails to develop professionally or achieve timely qualifications.		-		- Has thorough professional knowledge. - Competently performs both routine and new tasks. - Steadily improves skills, achieves timely qualifications.		-		- Recognized expert, sought after to solve difficult problems. - Exceptionally skilled, develops and executes innovative ideas. - Achieves early/highly advanced qualifications.	
34. EQUAL OPPORTUNITY: Fairness, respect for human worth. NOB <input type="checkbox"/>		- Displays personal bias or engages in harassment. - Tolerates bias, unfairness or harassment in subordinates. - Lacks respect for EO objectives. - Interferes with order and discipline by disregarding rights of others.		-		- Always treats others with fairness and respect. - Does not condone bias or harassment in or outside of workplace. - Supports Navy EO objectives. - Contributes to unit cohesiveness and morale.		-		- Admired for fairness and human respect. - Ensures a climate of fairness and respect for human worth. - Pro-active EO leader, achieves concrete EO objectives. - Leader and model contributor to unit cohesiveness and morale.	
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values NOB <input type="checkbox"/>		- Consistently unsat appearance. - Unsatisfactory demeanor/conduct. - Unable to meet one or more physical readiness standards. - Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT		-		- Excellent personal appearance. - Excellent demeanor or conduct. - Complies with physical readiness program, within all standards. - Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.		-		- Exemplary personal appearance. - Exemplary representative of Navy. - Excellent or outstanding PRT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.	
36. TEAMWORK: Contributions to team building and team results. NOB <input type="checkbox"/>		- Creates conflict, unwilling to work with others, puts self above team. - Fails to understand team goals or teamwork techniques. - Does not take directions well.		-		- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.		-		- Team builder, inspires cooperation and progress. - Talented mentor, focuses goals and techniques for team. - The best at accepting and offering team direction.	
37. MISSION AC-COMPLISHMENT AND INITIATIVE: Taking initiative, planning, prioritizing, achieving mission. NOB <input type="checkbox"/>		- Lacks initiative. - Unable to plan or prioritize. - Does not maintain readiness. - Fails to get the job done.		-		- Takes initiative to meet goals. - Plans/prioritizes effectively. - Maintains high state of readiness. - Always gets the job done.		-		- Develops innovative ways to accomplish mission. - Plans/prioritizes with exceptional skill and foresight. - Maintains superior readiness, even with limited resources. - Gets jobs done earlier and far better than expected.	

# FITNESS REPORT AND

# COUNSELING RECORD (E7-0)

cont'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) WADDLE, SCOTT D		2. Grade/Rate CDR		3. Desig 1120		4. SSN [b)(6)]	
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0 Greatly Exceeds Standards		
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.  NOB <input type="checkbox"/>	- Fails to motivate, train or develop subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. - Does not attend to welfare of subordinates.	<input type="checkbox"/>	- Effectively motivates, trains and develops subordinates. - Organizes successfully, solves problems as they occur. - Sets/achieves useful, realistic goals which support command mission. - Performs well in stressful situations.  - Clear, timely communicator. - Ensures safety of personnel and equipment. - Routinely considers subordinates' personal and professional welfare.	<input type="checkbox"/>	- Inspiring motivator and trainer, consistently builds winners. - Superb organizer, great foresight, gets ahead of problems. - Leadership achievements dramatically further command mission. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. - Constantly improves the personal and professional lives of others.	<input checked="" type="checkbox"/>	
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.  NOB <input type="checkbox"/>	- Has difficulty attaining qualification expected for the rank or experience. - Has difficulty in ship(s), aircraft or weapons systems employment. - Below others in knowledge and employment. - Warfare skills in specialty are below standards compared to others of same rank and experience.	<input type="checkbox"/>	- Attains qualifications as required and expected. - Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment.  - Warfare skills in specialty equal to other of same rank and experience.	<input type="checkbox"/>	- Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank and experience.	<input checked="" type="checkbox"/>	

40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two)  
Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.

MAJOR  
COMMAND

JOINT STAFF

41. COMMENTS ON PERFORMANCE: \* All 5.0 and 1.0 marks must be specifically substantiated in comments. No numerical ranking permitted. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is prohibited. Font must be 10 or 12 pitch (10 to 12 point) only. Use upper and lower case.

THE TOP COMMANDING OFFICER IN MY FRESHMAN CLASS. RANKED BEHIND ONLY MORE SENIOR AND EXPERIENCED COMMANDING OFFICERS. GREENEVILLE HAS BECOME MY GO-TO SHIP FOR THE TOUGH AND EMERGENT ASSIGNMENTS.

33/36/38- Rapidly and significantly improved the command climate which has fostered unprecedented retention success. Leads all other SSN's in SUBPAC, achieved a 66% reenlistment rate and 100% retention of his junior officers.

37/39- Maintained outstanding ship material condition. Exhibited exceptional skill in coordinating the efforts of more than 11 outside activities during maintenance availabilities in support of Phase III installation for the Advanced Seal Delivery System (ASDS) and advanced Rapid COTS Insertion (ARCI). Is the submarine force leader in the development of tactics and procedures for the introduction of the ASDS to the fleet.

- Adeptly managed OPTAR funds to maintain outstanding material readiness in support of at sea operations.

-Enhanced the reputation of the submarine force and promoted awareness of submarine operations to members of Congress, their staff and numerous others in positions of leadership through high visibility tours and public affairs opportunities.

CDR WADDLE HAS SHOWN EXCEPTIONAL INITIATIVE, AGGRESSIVE PURSUIT OF EXCELLENCE AND OUTSTANDING LEADERSHIP SKILLS. A MUST SELECT FOR MAJOR COMMAND.

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address
42. INDIVIDUAL				X			COMMANDER SUBMARINE SQUADRON ONE UNIT 25109 FPO AP 96601-5203
43. SUMMARY	X	0	0	4	2	2	

45. Signature of Reporting Senior  [b)(6)] Date: 8/31/99	46. Signature of Individual Evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement." I intend to submit a statement. <input type="checkbox"/> I do not intend to submit a statement. <input checked="" type="checkbox"/>  Date: 9/13/99
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47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report

# FITNESS REPORT & COUNS

NG RECORD (E7 - O6)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) WADDLE, SCOTT D				2. Grade/Rate CDR		3. Desig 1120		4. SSN [REDACTED]	
5. ACT <input checked="" type="checkbox"/>		TAR <input type="checkbox"/>		INACT <input type="checkbox"/>		AT/ADSW/ 265		6. UIC 32654	
7. Ship/Station NAVREACT DOE WASH DC				8. Promotion Status REGULAR		9. Date Reported 98JUL05			
Occasion for Report 10. Periodic <input type="checkbox"/> 11. Detachment of Individual <input checked="" type="checkbox"/> 12. Detachment of Reporting Senior <input type="checkbox"/> 13. Special <input type="checkbox"/>				Period of Report 14. From: 98JUN13 15. To: 98OCT04					
16. Not Observed Report <input checked="" type="checkbox"/>		Type of Report 17. Regular <input type="checkbox"/> 18. Concurrent <input type="checkbox"/> 19. Ops Cdr <input type="checkbox"/>				20. Physical Readiness P/WS		21. Billet Subcategory (if any) NA	
22. Reporting Senior (Last, FI MI) [REDACTED]				23. Grade SES6		24. Desig		25. Title DEPDIRNUCPROPL	
26. UIC 64168				27. SSN [REDACTED]					
28. Command employment and command achievements. Naval Nuclear Propulsion Program Headquarters; Design and development of nuclear power plant for propulsion of nuclear-powered submarines and surface ships.									
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) PCOCRS STU PROSPECTIVE COMMANDING OFFICER REFRESHER COURSE-(12 WKS). TRANSIT/LEAVE: 98JUN13-98JUL04.									
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.)				30. Date Counseled NOT REQ		31. Counselor		32. Signature of Individual Counseled	
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.									
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards				
33. PROFESSIONAL EXPERTISE: Professional knowledge, proficiency, and qualifications. NOB <input type="checkbox"/>	- Lacks basic professional knowledge to perform effectively. - Cannot apply basic skills. - Fails to develop professionally or achieve timely qualifications.	-	- Has thorough professional knowledge. - Competently performs both routine and new tasks. - Steadily improves skills, achieves timely qualifications.	-	- Recognized expert, sought after to solve difficult problems. - Exceptionally skilled, develops and executes innovative ideas. - Achieves early/highly advanced qualifications.				
34. EQUAL OPPORTUNITY: Fairness, respect for human worth. NOB <input type="checkbox"/>	- Displays personal bias or engages in harassment. - Tolerates bias, unfairness or harassment in subordinates. - Lacks respect for EO objectives. - Interferes with order and discipline by disregarding rights of others.	-	- Always treats others with fairness and respect. - Does not condone bias or harassment in or outside of workplace. - Supports Navy EO objectives. - Contributes to unit cohesiveness and morale.	-	- Admired for fairness and human respect. - Ensures a climate of fairness and respect for human worth. - Pro-active EO leader, achieves concrete EO objectives. - Leader and model contributor to unit cohesiveness and morale.				
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values. NOB <input type="checkbox"/>	- Consistently unsat appearance. - Unsatisfactory demeanor/conduct. - Unable to meet one or more physical readiness standards. - Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.	-	- Excellent personal appearance. - Excellent demeanor or conduct. - Complies with physical readiness program, within all standards. - Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.	-	- Exemplary personal appearance. - Exemplary representative of Navy. - Excellent or outstanding PRT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.				
36. TEAMWORK: Contributions to team building and team results. NOB <input type="checkbox"/>	- Creates conflict, unwilling to work with others, puts self above team. - Fails to understand team goals or teamwork techniques. - Does not take direction well.	-	- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.	-	- Team builder, inspires cooperation and progress. - Talented mentor, focuses goals and techniques for team. - The best at accepting and offering team direction.				
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning, prioritizing, achieving mission. NOB <input type="checkbox"/>	- Lacks initiative - Unable to plan or prioritize. - Does not maintain readiness. - Fails to get the job done.	-	- Takes initiative to meet goals. - Plans/prioritizes effectively. - Maintains high state of readiness. - Always gets the job done.	-	- Develops innovative ways to accomplish mission. - Plans/prioritizes with exceptional skill and foresight. - Maintains superior readiness, even with limited resources. - Gets jobs done earlier and far better than expected.				

**FITNESS REPORT & COUNSELING RECORD (E7 - O6) (cont'd)**

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) <b>WADDLE, SCOTT D</b>	2. Grade/Rate <b>CDR</b>	3. Desig <b>1120</b>	4. SSN <b>2667</b>
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PERFORMANCE TRAITS	Below Standards	Meets Standards	Above Standards	Greatly Exceeds Standards	
<b>38. LEADERSHIP:</b> - Fails to motivate, train or develop subordinates. - Fails to organize, create problems for subordinates. - Does not set or achieve goals relevant to command and mission. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. - Does not attend to welfare of subordinates.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- Inspiring motivator and trainer, consistently builds winners. - superb organizer, great foresight, gets ahead of problems. - Leadership achievements dramatically further command mission. - Perserves through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. - Constantly improves the personal and professional lives of others.
<b>39. TACTICAL PERFORMANCE:</b> (Warfare qualified officers only) - Basic and tactical employment of weapons systems. - Warfare skills in specialty are below standards compared to others of same rank and experience.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank and experience.

40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.

41. COMMENTS ON PERFORMANCE: \* All 5.0 and 1.0 marks must be specifically substantiated in comments. No numerical ranking permitted. Comments must be verifiable. E, U, undetermined, italic, or other highlighted type is prohibited. Font must be 10 or 12 pitch (10 to 12 point) only. Use upper and lower case.

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote
42. INDIVIDUAL	X					
43. SUMMARY	<div style="border: 1px solid black; width: 40px; height: 40px; margin: 0 auto; transform: rotate(45deg); transform-origin: center;"></div>					

44. Reporting Senior Address  
**NAVSEAASYS COM (08)**  
**2521 JEFFERSON DAVIS HWY**  
**ARLINGTON, VA 22242-5160**

45. Signature of Reporting Senior <div style="border: 1px solid black; width: 100%; height: 40px; margin-top: 10px;"></div>	46. Signature of individual evaluated. "I have seen this report, been apprised of my performance, and understand my right to make a statement." I intend to submit a statement <input type="checkbox"/> I do not intend to submit a statement <input type="checkbox"/>
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47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report

1. Name (Last, First MI Suffix) WADDLE, SCOTT D				2. Grade/Rate CDR		3. Desig 1120		4. SSN [b)(6)]				
5. ACT <input checked="" type="checkbox"/> TAR <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/ 265		6. UIC 31051		7. Ship/Station ICAF WASHINGTON DC			8. Promotion Status REGULAR		9. Date Reported 97AUG11			
Occasion for Report 10. Periodic <input type="checkbox"/> 11. of Individual <input checked="" type="checkbox"/> 12. Reporting Senior <input type="checkbox"/> 13. Special <input type="checkbox"/>			Period of Report 14. From: 97JUL08 15. To: 98JUN12									
16. Not Observed Report <input checked="" type="checkbox"/>		Type of Report 17. Regular <input checked="" type="checkbox"/> 18. Concurrent <input type="checkbox"/> 19. Ops Cdr <input type="checkbox"/>			20. Physical Readiness P/WS		21. Billet Subcategory (if any) NA					
22. Reporting Senior (Last, FI MI) [b)(6)]			23. Grade MGEN		24. Desig USA		25. Title COMMANDANT		26. UIC 64358		27. SSN [b)(6)]	
28. Command employment and command achievements. Senior level joint professional military education (JPME Phases I and II).												
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) [STUDENT] Student in postgraduate joint professional military education studying the resource component of national security strategy. LV/TVL - 97JUL08 TO 97AUG10.												
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.				30. Date Counseled NOT REQ		31. Counselor		32. Signature of Individual Counseled				
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.												
PERFORMANCE TRAITS		1.0* Below Standards		2.0 Pro- gressing		3.0 Meets Standards		4.0 Above Standards		5.0* Greatly Exceeds Standards		
33. PROFESSIONAL EXPERTISE: Professional knowledge, proficiency, and qualifications. NOB <input type="checkbox"/>		- Lacks basic professional knowledge to perform effectively. - Cannot apply basic skills.  - Fails to develop professionally or achieve timely qualifications.		-		- Has thorough professional knowledge.  - Competently performs both routine and new tasks. - Steadily improves skills, achieves timely qualifications.		-		- Recognized expert, sought after to solve difficult problems. - Exceptionally skilled, develops and executes innovative ideas. - Achieves early/highly advanced qualifications.		
34. EQUAL OPPORTUNITY: Fairness, respect for human worth. NOB <input type="checkbox"/>		- Displays personal bias or engages in harassment. - Tolerates bias, unfairness or harassment in subordinates. - Lacks respect for EO objectives.  - Interferes with order and discipline by disregarding rights of others.		-		- Always treats others with fairness and respect. - Does not condone bias or harassment in or outside of workplace. - Supports Navy EO objectives.  - Contributes to unit cohesiveness and morale.		-		- Admired for fairness and human respect. - Ensures a climate of fairness and respect for human worth. - Pro-active EO leader, achieves concrete EO objectives. - Leader and model contributor to unit cohesiveness and morale.		
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values NOB <input type="checkbox"/>		- Consistently unsat appearance. - Unsatisfactory demeanor/conduct. - Unable to meet one or more physical readiness standards. - Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT		-		- Excellent personal appearance. - Excellent demeanor or conduct. - Complies with physical readiness program, within all standards. - Always lives up to Navy Core Values: HONOR, COURAGE COMMITMENT.		-		- Exemplary personal appearance. - Exemplary representative of Navy. - Excellent or outstanding PRT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.		
36. TEAMWORK: Contributions to team building and team results. NOB <input type="checkbox"/>		- Creates conflict, unwilling to work with others, puts self above team. - Fails to understand team goals or teamwork techniques. - Does not take directions well.		-		- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.		-		- Team builder, inspires cooperation and progress. - Talented mentor, focuses goals and techniques for team. - The best at accepting and offering team direction.		
37. MISSION AC-COMPLISHMENT AND INITIATIVE: Taking initiative, planning, prioritizing, achieving mission. NOB <input type="checkbox"/>		- Lacks initiative.  - Unable to plan or prioritize.  - Does not maintain readiness.  - Fails to get the job done.		-		- Takes initiative to meet goals.  - Plans/prioritizes effectively.  - Maintains high state or readiness.  - Always gets the job done.		-		- Develops innovative ways to accomplish mission. - Plans/prioritizes with exceptional skill and foresight. - Maintains superior readiness, even with limited resources. - Gets jobs done earlier and far better than expected.		

EXHIBIT 79  
PAGE 4 OF 8



# FITNESS REPORT AND COUNSELING RECORD (E7-06) (cont'd) RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) WADDLE, SCOTT D		2. Grade/Rate CDR	3. Desig 1120	4. SSN 2 (6) (6) J
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PERFORMANCE TRAITS	LEADERSHIP	TACTICAL PERFORMANCE
38. Fails to motivate, train or develop subordinates. Fails to organize, creates problems for subordinates. Does not set or achieve goals relevant to command and mission. Lacks ability to cope with or tolerate stress. Inadequate communicator. Tolerates hazards or unsafe practices. Does not attend to welfare of subordinates.	39. Has difficulty attaining qualification expected for the rank or experience. Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment. Warfare skills in specialty are below standards compared to others of same rank and experience.	40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.
Inspiring motivator and trainer, consistently builds winners. Superb organizer, great foresight, gets ahead of problems. Leadership achievements dramatically further command and mission. Persuades through the toughest challenges and inspires others. Exceptional communicator. Makes subordinates safety-conscious, maintains top safety record. Constantly improves the personal and professional lives of others.	Effectively motivates, trains and develops subordinates. Organizes successfully, solves problems as they occur. Sets/achieves useful, realistic goals which support command mission. Performs well in stressful situations. Clear, timely communicator. Ensures safety of personnel and equipment. Routinely considers subordinates' personal and professional welfare.	Fully qualified at appropriate level for rank and experience. Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. Warfare skills in specialty exceed others of same rank and experience.

41. COMMENTS ON PERFORMANCE: \* All 5.0 and 1.0 marks must be specifically substantiated in comments. No numerical ranking permitted. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is prohibited. Font must be 10 or 12 pitch (10 to 12 point) only. Use upper and lower case.

The Industrial College of the Armed Forces provides an intensive academic year of postgraduate study focused on the resource component of national security strategy. The multidisciplinary curriculum employs a combination of study and written analyses, exercises, exercises and field analyses of domestic and foreign industries. The program objectives are to hone students' analytical, decision making and strategic skills and to develop their ability to use these skills in the joint and interagency environments. Upon completion, students receive a Master of Science in National Resource Strategy. CDR Waddle participated in the Information Strategies Concentration Program (ISCP). The ISCP provides concentrated treatment of information strategies, law, policy, planning and related subjects related to national security in the information age and current and future concepts of the strategic and operational art of joint warfare. CDR Waddle impressed faculty members who wrote these glowing comments about his performance and potential: "exceptional intellect; excellent oral communicator; intellectually curious; open to new ideas; a positive and proactive student...one of the most valuable seminar members...outstanding leadership...assumed significant responsibility for the performance of the team...professional and collegial...unlimited growth potential...able and willing to fill any role...a born leader...should be considered for the most challenging of positions." Stellar performance as PRT Coordinator. Scored "outstanding" on the PRT.

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote
42. INDIVIDUAL	X					
43. SUMMARY		0	0	0	0	0

45. Signature of Reporting Senior <i>[Signature]</i>		Date: 12 Jun 98	
46. Signature of Individual Evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement." <input type="checkbox"/> I intend to submit a statement. <input type="checkbox"/> I do not intend to submit a statement.		Date:	



# FITNESS REPORT & CC ISELING RECORD (E7-06)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) <b>WADDLE, SCOTT D</b>				2. Grade/Rate <b>CDR</b>		3. Desig <b>1120</b>		4. SSN <b>(b)(6)(c)</b>		
5. ACT <input checked="" type="checkbox"/> TAR <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/265 <input type="checkbox"/>		6. UIC <b>20887</b>		7. Ship/Station <b>SSN-711 SAN FRANCI</b>			8. Promotion Status <b>REGULAR</b>		9. Date Reported <b>95FEB21</b>	
Occasion for Report 10. Periodic <input type="checkbox"/> 11. Detachment of Individual <input checked="" type="checkbox"/> 12. Detachment of Reporting Senior <input type="checkbox"/> 13. Special <input type="checkbox"/>			Period of Report 14. From: <b>96DEC20</b> 15. To: <b>97JUL07</b>							
16. Not Observed Report <input type="checkbox"/>		Type of Report 17. Regular <input checked="" type="checkbox"/> 18. Concurrent <input type="checkbox"/> 19. Ops Cdr <input type="checkbox"/>		20. Physical Readiness <b>P/WS</b>			21. Billet Subcategory (if any) <b>NA</b>			
22. Reporting Senior (Last, FI MI) <b>1 (b)(6)(c)</b>			23. Grade <b>CDR</b>		24. Desig <b>1120</b>		25. Title <b>CO</b>		26. UIC <b>20887</b>	
									27. SSN <b>(b)(6)(c)</b>	
28. Command employment and command achievements. <b>Deployed EASTPAC-2, Upkeep/Type Training-2, Selected Restricted Availability-3.</b>										
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) <b>XO</b> Executive Officer-7. WATCH: (at sea) Command Duty Officer-7.										
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.)				30. Date Counseled <b>97FEB28</b>		31. Counselor <b>(b)(6)(c)</b>		32. Signature of Individual Counseled <i>[Signature]</i>		
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.										
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards					
33. PROFESSIONAL EXPERTISE: Professional knowledge, proficiency, and qualifications.  NOB <input type="checkbox"/>	- Lacks basic professional knowledge to perform effectively. - Cannot apply basic skills.  - Fails to develop professionally or achieve timely qualifications.	- - -	- Has thorough professional knowledge. - Competently performs both routine and new tasks. - Steadily improves skills, achieves timely qualifications.	- - -	- Recognized expert, sought after to solve difficult problems. - Exceptionally skilled, develops and executes innovative ideas - Achieves early/highly advanced qualifications.					
34. EQUAL OPPORTUNITY: Fairness, respect for human worth.  NOB <input type="checkbox"/>	- Displays personal bias or engages in harassment. - Tolerates bias, unfairness or harassment in subordinates. - Lacks respect for EO objectives.  - Interferes with order and discipline by disregarding rights of others.	- - - -	- Always treats others with fairness and respect. - Does not condone bias or harassment in or outside of workplace. - Supports Navy EO objectives.  - Contributes to unit cohesiveness and morale.	- - - <input checked="" type="checkbox"/>	- Admired for fairness and human respect. - Ensures a climate of fairness and respect for human worth. - Pro-active EO leader, achieves concrete EO objectives. - Leader and model contributor to unit cohesiveness and morale.					
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values  NOB <input type="checkbox"/>	- Consistently unsat appearance. - Unsatisfactory demeanor/conduct. - Unable to meet one or more physical readiness standards. - Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT	- - - -	- Excellent personal appearance. - Excellent demeanor or conduct. - Complies with physical readiness program, within all standards. - Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.	- - - <input checked="" type="checkbox"/>	- Exemplary personal appearance. - Exemplary representative of Navy. - Excellent or outstanding PRT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.					
36. TEAMWORK: Contributions to team building and team results.  NOB <input type="checkbox"/>	- Creates conflict, unwilling to work with others, puts self above team. - Fails to understand team goals or teamwork techniques. - Does not take directions well.	- - -	- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.	- - -	- Team builder, inspires cooperation and progress. - Talented mentor, focuses goals and techniques for team. - The best at accepting and offering team direction.					
37. MISSION AC-COMPLISHMENT AND INITIATIVE: Taking initiative, planning, prioritizing, achieving mission.  NOB <input type="checkbox"/>	- Lacks initiative. - Unable to plan or prioritize. - Does not maintain readiness. - Fails to get the job done.	- - - -	- Takes initiative to meet goals. - Plans/prioritizes effectively. - Maintains high state or readiness. - Always gets the job done.	- - - <input checked="" type="checkbox"/>	- Develops innovative ways to accomplish mission. - Plans/prioritizes with exceptional skill and foresight. - Maintains superior readiness, even with limited resources. - Gets jobs done earlier and far better than expected.					

# FITNESS REPORT AND COUNSELING RECORD (E7-06) (cont'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) <b>WADDLE, SCOTT D</b>				2. Grade/Rate <b>CDR</b>		3. Desig <b>1120</b>		4. SSN <b>[b)(6)]</b>	
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0 Greatly Exceeds Standards				
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.  NOB <input type="checkbox"/>	<ul style="list-style-type: none"> <li>- Fails to motivate, train or develop subordinates.</li> <li>- Fails to organize, creates problems for subordinates.</li> <li>- Does not set or achieve goals relevant to command mission.</li> <li>- Lacks ability to cope with or tolerate stress.</li> <li>- Inadequate communicator.</li> <li>- Tolerates hazards or unsafe practices.</li> <li>- Does not attend to welfare of subordinates.</li> </ul>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>- Effectively motivates, trains and develops subordinates.</li> <li>- Organizes successfully, solves problems as they occur.</li> <li>- Sets/achieves useful, realistic goals which support command mission.</li> <li>- Performs well in stressful situations.</li> <li>- Clear, timely communicator.</li> <li>- Ensures safety of personnel and equipment.</li> <li>- Routinely considers subordinates' personal and professional welfare.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>- Inspiring motivator and trainer, consistently builds winners.</li> <li>- Superb organizer, great foresight, gets ahead of problems.</li> <li>- Leadership achievements dramatically further command mission.</li> <li>- Perseveres through the toughest challenges and inspires others.</li> <li>- Exceptional communicator.</li> <li>- Makes subordinates safety-conscious, maintains top safety record.</li> <li>- Constantly improves the personal and professional lives of others.</li> </ul>			
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.  NOB <input type="checkbox"/>	<ul style="list-style-type: none"> <li>- Has difficulty attaining qualification expected for the rank or experience.</li> <li>- Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment.</li> <li>- Warfare skills in specialty are below standards compared to others of same rank and experience.</li> </ul>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>- Attains qualifications as required and expected.</li> <li>- Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty equal to other of same rank and experience.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> <li>- Fully qualified at appropriate level for rank and experience.</li> <li>- Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty exceed others of same rank and experience.</li> </ul>			

40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.	<b>COMMANDING OFFICER</b>	<b>MAJ STAFF ASSIGNMENT</b>
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41. COMMENTS ON PERFORMANCE: \* All 5.0 and 1.0 marks must be specifically substantiated in comments. No numerical ranking permitted. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is prohibited. Font must be 10 or 12 pitch (10 to 12 point) only. Use upper and lower case.

(39) Exceptional Tactician. His performance as Command Duty Officer and Fire Control Coordinator is superb. His knowledge of submarine tactics and weapons employment are beyond reproach. He demonstrates outstanding command presence.

(33, 36, 37, 38) The consummate leader and manager. His efforts were key to the ship completing a Selected Restricted Availability (SRA) as scheduled. This was the only SRA completed on time in the Pearl Harbor area in the last several years. In addition, he planned and executed a sea trials period in less than half the time normally scheduled.

(36, 37) Team Builder. His enthusiastic leadership and his enforcement of high standards ensured the crew quickly regained excellence in tactics and operations following the SRA. He managed a challenging schedule following SRA which included an acoustic trials, UMI/INSURV and EASTPAC deployment. He prepared the ship flawlessly.

(33, 36) Top Executive Officer. Considered by two separate submarine squadron staffs to be one of the best in personnel management. The working relationship he maintained with these staffs ensured manning deficiencies were addressed promptly and effectively. Next assignment: Student Industrial College of the Armed Forces.

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address  COMMANDING OFFICER USS SAN FRANCISCO (SSN 711) PPO AP 96678-2391
42. INDIVIDUAL						X	
43. SUMMARY	X	0	0	0	0	1	

45. Signature of Reporting Senior  
  

Date: 7 JUL 97

46. Signature of Individual Evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement."  
 I intend to submit a statement ☐ I do not intend to submit a statement. ☒

Date: 7 JUL 97

47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report  
  

Date:

# FITNESS REPORT & COUNSEL

IG RECORD (I 06)

RCS BU. ERS 1610-1

1. Name (Last, First MI Suffix) <b>WADDLE, SCOTT D</b>				2. Grade/Rate <b>CDR</b>		3. Duty Station <b>1120</b>		4. SSN <b>[REDACTED]</b>				
5. ACT <input checked="" type="checkbox"/> TAR <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/ 265		6. UIC <b>20887</b>		7. Ship/Station <b>SSN-711 SAN FRANCISCO</b>			8. Promotion Status <b>REGULAR</b>		9. Date Reported <b>95FEB21</b>			
Occasion for Report						Period of Report						
10. Periodic <input type="checkbox"/>		11. Detachment of Individual <input type="checkbox"/>		12. Detachment of Reporting Senior <input checked="" type="checkbox"/>		13. Special <input type="checkbox"/>		14. From: <b>96NOV01</b>		15. To: <b>96DEC19</b>		
16. Not Observed Report <input type="checkbox"/>		17. Type of Report Regular <input checked="" type="checkbox"/>		18. Concurrent <input type="checkbox"/>		19. Ops Cdr <input type="checkbox"/>		20. Physical Readiness <b>P/WS</b>		21. Billet Subcategory (if any) <b>NA</b>		
22. Reporting Senior (Last, FI MI) <b>[REDACTED]</b>			23. Grade <b>CDR</b>		24. Desig <b>1120</b>		25. Title <b>CO</b>		26. UIC <b>20887</b>		27. SSN <b>[REDACTED]</b>	
28. Command employment and command achievements. <b>Upkeep/Training-2.</b>												
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) <b>XO [REDACTED] Executive Officer-2. WATCH: (at sea) Command Duty Officer-2.</b>												
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.)				30. Date Counseled <b>NOT REQ</b>		31. Counselor		32. Signature of Individual Counseled				
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.												
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards							
33. PROFESSIONAL EXPERTISE: Professional knowledge, proficiency, and qualifications. NOB <input type="checkbox"/>	- Lacks basic professional knowledge to perform effectively. - Cannot apply basic skills. - Fails to develop professionally or achieve timely qualifications.	-	- Has thorough professional knowledge. - Competently performs both routine and new tasks. - Steadily improves skills, achieves timely qualifications.	-	- Recognized expert, sought after to solve difficult problems. - Exceptionally skilled, develops and executes innovative ideas. - Achieves early/highly advanced qualifications.							
34. EQUAL OPPORTUNITY: Fairness, respect for human worth. NOB <input type="checkbox"/>	- Displays personal bias or engages in harassment. - Tolerates bias, unfairness or harassment in subordinates. - Lacks respect for EO objectives. - Interferes with order and discipline by disregarding rights of others.	-	- Always treats others with fairness and respect. - Does not condone bias or harassment in or outside of workplace. - Supports Navy EO objectives. - Contributes to unit cohesiveness and morale.	-	- Admired for fairness and human respect. - Ensures a climate of fairness and respect for human worth. - Pro-active EO leader, achieves concrete EO objectives. - Leader and model contributor to unit cohesiveness and morale.							
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values. NOB <input type="checkbox"/>	- Consistently unsat appearance. - Unsatisfactory demeanor/conduct. - Unable to meet one or more physical readiness standards. - Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.	-	- Excellent personal appearance. - Excellent demeanor or conduct. - Complies with physical readiness program, within all standards. - Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.	-	- Exemplary personal appearance. - Exemplary representative of Navy. - Excellent or outstanding PRT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.							
36. TEAMWORK: Contributions to team building and team results. NOB <input type="checkbox"/>	- Creates conflict, unwilling to work with others, puts self above team. - Fails to understand team goals or teamwork techniques. - Does not take direction well.	-	- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.	-	- Team builder, inspires cooperation and progress. - Talented mentor, focuses goals and techniques for team. - The best at accepting and offering team direction.							
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning, prioritizing, achieving mission. NOB <input type="checkbox"/>	- Lacks initiative - Unable to plan or prioritize. - Does not maintain readiness. - Fails to get the job done.	-	- Takes initiative to meet goals. - Plans/prioritizes effectively. - Maintains high state of readiness. - Always gets the job done.	-	- Develops innovative ways to accomplish mission. - Plans/prioritizes with exceptional skill and foresight. - Maintains superior readiness, even with limited resources. - Gets jobs done earlier and far better than expected.							

**FITNESS REPORT & COUNSELING RECORD (E7 - O6) (cont'd)**

RCS BUPERS 1610-1

<b>1. Name (Last, First MI Suffix)</b> WADDELL, SCOTT D	<b>2. Grade/Rate</b> CDR	<b>3. Desig</b> 1120	<b>4. SSN</b> 2766 J
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PERFORMANCE TRAITS	Below Standards 1.0*	Meets Standards 3.0	Above Standards 4.0	5.0* Greatly Exceeds Standards
<b>38. LEADERSHIP:</b> - Fails to motivate, train or develop subordinates. - Fails to organize, create problems for subordinates. - Does not set or achieve goals relevant to command and mission. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. - Does not attend to welfare of subordinates.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>39. TACTICAL PERFORMANCE:</b> - Has difficulty attaining qualification expected for rank or experience. - Has difficulty in ship(s), aircraft or weapons systems employment. - Below others in knowledge and employment. - Basic and tactical employment of weapons systems. - employment of weapons systems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) **COMMANDING OFFICER** **WAR COLLEGE**  
 SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School, LCPD, DEPT CPO, Recommendations may be for competitive schools or duty assignments such as:

41. **COMMENTS ON PERFORMANCE:** \* All 5.0 and 1.0 marks must be specifically substantiated in comments. No numerical ranking permitted. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is prohibited. Front must be 10 or 12 pitch (10 to 12 point) only. Use upper and lower case.

\* (33,38) - LEADER OF THE SHIP. The dynamic force behind every shipwide accomplishment. Achieved grades of ABOVE AVERAGE on an operational Reactor Safeguards Exam and several other ship inspections including Quality Assurance, Radiation Health, etc.

\* (39) - SECOND IN COMMAND. Trusted implicitly to direct the tactical execution of the ship during independent submarine operations of the highest sensitivity. He is ready to command an SSN and take it to the front line.

\* (3B) - RETENTION PERFORMANCE. Actively promoted the retention of our good sailors, achieving a 21% improvement in retention rate and earning selection as the Squadron nominee for the CINCPACFLT Golden Anchor Award.

\* (37) - MAN-IN-CHARGE. Dynamic, forceful and aggressive as the man in charge of any casualty. His exceptional leadership was critical for the proper handling of shipwide casualties.

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must	Early	44. Reporting Senior Address <b>COMMANDING OFFICER USS SAN FRANCISCO (SSN 711) FP0 AP 96678-2391</b>
42. INDIVIDUAL							
43. SUMMARY	<input checked="" type="checkbox"/>						

45. Signature of Reporting Senior Date: 12-19-96	46. Signature of individual evaluated. "I have seen this report, been apprised of my performance, and understand my right to make a statement." I intend to submit a statement <input type="checkbox"/> I do not intend to submit a statement <input checked="" type="checkbox"/> Date: 19 Dec 96
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47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report

# FITNESS REPORT & COUNSEL

RECORD (E7 - O6)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) WADDLE, SCOTT D		2. Grade/Rate LCDR	3. Desig 1120	4. SSN [REDACTED]
5. ACT <input checked="" type="checkbox"/> TAR <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/ 265	6. UIC 20887	7. Ship/Station SSN-711 SAN FRANCISCO		8. Promotion Status SELECTED
9. Date Reported 95FEB21				
Occasion for Report 10. Periodic <input checked="" type="checkbox"/> 11. Detachment of Individual <input type="checkbox"/> 12. Detachment of Reporting Senior <input type="checkbox"/> 13. Special <input type="checkbox"/>		Period of Report 14. From: 95NOV01 15. To: 96OCT31		
16. Not Observed Report <input type="checkbox"/> 17. Type of Report 17. Regular <input checked="" type="checkbox"/> 18. Concurrent <input type="checkbox"/> 19. Ops Cdr <input type="checkbox"/>		20. Physical Readiness P/WS		21. Billet Subcategory (if any) NA
22. Reporting Senior (Last, FI MI) [REDACTED]		23. Grade CDR	24. Desig 1120	25. Title CO
26. UIC 20887		27. SSN [REDACTED]		
28. Command employment and command achievements. Upkeep/Training-6, Deployed EASTPAC-1, Deployed WESTPAC-5				
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) X0 Executive Officer-12. Navigator-1. WATCH: (at sea) Command Duty Officer-12.				
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.)		30. Date Counseled 96APR15	31. Counselor [REDACTED]	32. Signature of Individual Counseled [Signature]

PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.

PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards
33. PROFESSIONAL EXPERTISE: Professional knowledge, proficiency, and qualifications. NOB <input type="checkbox"/>	- Lacks basic professional knowledge to perform effectively. - Cannot apply basic skills. - Fails to develop professionally or achieve timely qualifications.	-	- Has thorough professional knowledge. - Competently performs both routine and new tasks. - Steadily improves skills, achieves timely qualifications.	-	- Recognized expert, sought after to solve difficult problems. - Exceptionally skilled, develops and executes innovative ideas. - Achieves early/highly advanced qualifications.
34. EQUAL OPPORTUNITY: Fairness, respect for human worth. NOB <input type="checkbox"/>	- Displays personal bias or engages in harassment. - Tolerates bias, unfairness or harassment in subordinates. - Lacks respect for EO objectives. - Interferes with order and discipline by disregarding rights of others.	-	- Always treats others with fairness and respect. - Does not condone bias or harassment in or outside of workplace. - Supports Navy EO objectives. - Contributes to unit cohesiveness and morale.	-	- Admired for fairness and human respect. - Ensures a climate of fairness and respect for human worth. - Pro-active EO leader, achieves concrete EO objectives. - Leader and model contributor to unit cohesiveness and morale.
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values. NOB <input type="checkbox"/>	- Consistently unsat appearance. - Unsatisfactory demeanor/conduct. - Unable to meet one or more physical readiness standards. - Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.	-	- Excellent personal appearance. - Excellent demeanor or conduct. - Complies with physical readiness program, within all standards. - Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.	-	- Exemplary personal appearance. - Exemplary representative of Navy. - Excellent or outstanding PRT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.
36. TEAMWORK: Contributions to team building and team results. NOB <input type="checkbox"/>	- Creates conflict, unwilling to work with others, puts self above team. - Fails to understand team goals or teamwork techniques. - Does not take direction well.	-	- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.	-	- Team builder, inspires cooperation and progress. - Talented mentor, focuses goals and techniques for team. - The best at accepting and offering team direction.
37. MISSION AC-COMPLISHMENT AND INITIATIVE: Taking initiative, planning, prioritizing, achieving mission. NOB <input type="checkbox"/>	- Lacks initiative - Unable to plan or prioritize. - Does not maintain readiness. - Fails to get the job done.	-	- Takes initiative to meet goals. - Plans/prioritizes effectively. - Maintains high state of readiness. - Always gets the job done.	-	- Develops innovative ways to accomplish mission. - Plans/prioritizes with exceptional skill and foresight. - Maintains superior readiness, even with limited resources. - Gets jobs done earlier and far better than expected.

## FITNESS REPORT &amp; COUNSELING RECORD (E7 - O6) (cont'd)

1. Name (Last, First MI Suffix) WADDELL, SCOTT D		2. Grade/Rate LCDR		3. Design 1120		4. SSN 226165	
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PERFORMANCE TRAITS	Below Standards	Pro- gressing	Meets Standards	Above Standards	Greatly Exceeds Standards
38. LEADERSHIP: - Fails to motivate, train or develop subordinates. - Fails to organize, create problems relevant to command and mission. - Does not set or achieve goals for subordinates. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. - Does not attend to welfare of subordinates.					
39. TACTICAL PERFORMANCE: - Has difficulty in ship(s), aircraft or weapons systems employment and employment. - Warfare skills in specialty are below standards compared to others of same rank and experience.					
NOB					
40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, DEPT Head, XO, OIC, CO, Major Command, War College, PG School, COLLEGE)					

41. COMMENTS ON PERFORMANCE: \* All 5.0 and 1.0 marks must be specifically substantiated in comments. No numerical ranking permitted. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is prohibited. Font must be 10 or 12 pitch (10 to 12 point) only. Use upper and lower case.

- \* (33-37) The ship's expert at everything; Upgraded every dept on the ship as shown through improvements in inspection performance:  
- EXCELLENT Operational Reactor Safeguards Examination.  
- ABOVE AVERAGE Tactical Readiness Evaluation.  
- ABOVE AVERAGE Tactical Warfare Proficiency Exam.

- \* (33) Produced a dramatic improvement in Supply Dept by tracing spare part inventory validity problems to root causes and correcting them.

- \* (37-38) Spearheaded shipwide preparations for deployment earning an ABOVE AVERAGE evaluation on a Pre-deployment Movement Certification and fully preparing the ship for an arduous deployment to WESTPAC.

- \* (39) Demonstrated impressive tactical skill and mature insight as Command Duty Officer for operations vital to national security.

- \* (36) Promoted retention efforts, earning the ship's selection as the Squadron nominee for the CINCPACFLT Golden Anchor Award.

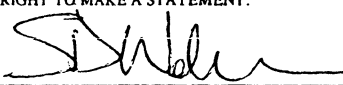
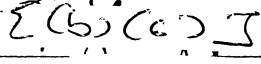
42. INDIVIDUAL	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote
43. SUMMARY						

44. Reporting Senior Address  
USS SAN FRANCISCO  
(SSN 711)  
FP0 AP 95578-2391

45. Signature of Reporting Senior  
[Signature]  
11-1-96

47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report  
Date: 11-1-96

## REPORT ON THE FITNESS OF OFFICERS

1. NAME (LAST, FIRST, MIDDLE OR MI) <b>WADDLE, SCOTT DANIEL</b>				2. GRADE <b>LCDR</b>		3. DESIG. <b>1120</b>		4. SSN <b>E(6)(C)J</b>	
5. AT/ADT/ADSW/ OYR/265/ TMP RECALL <input type="checkbox"/>		6. UIC <b>20887</b>		7. SHIP/STATION <b>SSN-711 SAN FRANCISCO</b>				8. DATE REPORTED <b>95FEB21</b>	
OCCASION FOR REPORT <input checked="" type="checkbox"/> 9. PERIODIC <input type="checkbox"/> 10. DETACHMENT OF REPORTING SENIOR <input type="checkbox"/> 11. DETACHMENT OF OFFICER				PERIOD OF REPORT 12. FROM: <b>95FEB18</b>		13. TO: <b>95OCT31</b>			
TYPE OF REPORT <input checked="" type="checkbox"/> 14. REGULAR <input type="checkbox"/> 15. CON-CURRENT <input type="checkbox"/> 16. SPECIAL <input type="checkbox"/> 17. OPS CDR				BASIS FOR OBSERVATION <input checked="" type="checkbox"/> 18. CLOSE <input type="checkbox"/> 19. FRE-QUENT <input type="checkbox"/> 20. INFRE-QUENT					
21. EMPLOYMENT OF COMMAND (CONTINUED ON REVERSE) <b>DEPLOYED WESTPAC-2, UPKEEP/TRAINING-B</b>								22. DAYS OF COMBAT <b>N</b>	
23. REPORTING SENIOR (LAST NAME, FI, MI) <b>E(6)(C)J</b>				24. TITLE <b>CO</b>		25. GRADE <b>CDR</b>		26. DESIG. <b>1120</b>	
27. SSN <b>E(6)(C)J</b>									
28. DUTIES ASSIGNED (CONTINUED ON REVERSE) <b>XO-EXECUTIVE OFFICER-B; COMMAND DUTY OFFICER-B</b>									
SPECIFIC ASPECTS OF PERFORMANCE									
29. GOAL SETTING & ACHIEVEMENT <b>A</b>			30. SUBORDINATE MGMT. & DEVELOPMENT <b>A</b>			31. WORKING RELATIONS <b>A</b>		32. EQUIP. & MA-TERIAL MGMT. <b>A</b>	
33. NAVY ORGANI-ZATION SUPPORT <b>A</b>			34. RESPONSE IN STRESSFUL SITUATIONS <b>A</b>			35. EQUAL OPPORTUNITY <b>A</b>		36. SPEAKING ABILITY <b>A</b>	
37. WRITING ABILITY <b>A</b>			38. SEA-MANSHIP <b>A</b>			39. AIR-MANSHIP <b>N</b>		40. WATCH-STANDING <b>A</b>	
41. TACTICAL PROFICIENCY <b>A</b>			42. LEADER-SHIP <b>A</b>			43.			
44. SUBSPECIALTY CODE <b>4053F</b>			REQUIRED BY BILLET <input checked="" type="checkbox"/> 45. YES <input type="checkbox"/> 46. NO			UTILIZATION <input checked="" type="checkbox"/> 47. FRE-QUENT <input type="checkbox"/> 48. INFRE-QUENT <input type="checkbox"/> 49. NONE		50. PERFOR-MANCE <b>A</b>	
MISSION CONTRIBUTION		NOT OBS.	A	B	C	D*	E*	F*	G*
51. EVALUATION			X						
52. SUMMARY		0	3	0	0	0	0	0	0
TREND OF PERFORMANCE									
<input type="checkbox"/> 53. FIRST REPORT			<input type="checkbox"/> 54. CON-SISTENT			<input checked="" type="checkbox"/> 55. IMPROVING		<input type="checkbox"/> 56. DECLINING*	
DESIRABILITY 57. COM-MAND <b>A</b>			58. OPERA-TIONAL <b>A</b>			59. STAFF <b>A</b>		60. JOINT/OSD <b>A</b>	
61. FOREIGN SHORE <b>A</b>			RECOMMENDATION FOR PROMOTION <input checked="" type="checkbox"/> 62. EARLY <input type="checkbox"/> 63. REGULAR <input type="checkbox"/> 64. NO*			RANKING FOR EARLY PROMOTION 65. NUMBER RECOMMENDED <b>3</b>		66. RANKING <b>1</b>	
PERSONAL TRAITS 67. JUDG-MENT <b>A</b>			68. IMAGIN-ATION <b>A</b>			69. ANALYTIC ABILITY <b>A</b>		70. PERSONAL BEHAVIOR <b>A</b>	
71. FORCE-FULNESS <b>A</b>			72. MILITARY BEARING <b>A</b>			73. PHYSICAL READINESS <b>P/WS</b>		74. <input type="checkbox"/> 75. <input type="checkbox"/>	
76. PROMOTION STATUS <b>REG</b>			WEAKNESSES DISCUSSED? <input checked="" type="checkbox"/> 77. NONE NOTED <input type="checkbox"/> 78. YES <input type="checkbox"/> 79. NO*			STATEMENT 80. NOT DESIRED		81. ATTACHED	
82. SIGNATURE OF OFFICER EVALUATED (LAW BUPERSINST 1611.17): "I HAVE SEEN THIS REPORT AND UNDERSTAND MY RIGHT TO MAKE A STATEMENT." 									
85. SIGNATURE OF REPORTING SENIOR 									
83. DATE SIGNED <b>15 NOV 1995</b>		84. RES. PART. <input type="checkbox"/>							
COMMANDING OFFICER, USS SAN FRANCISCO (SSN-711), UIC 20887 FPO AP 96678-2391									
86. DATE SIGNED		87. SIGNATURE OF REGULAR REPORTING SENIOR ON CONCURRENT AND CONCURRENT/SPECIAL REPORT							



## 28. DUTIES ASSIGNED (Continued)

88. COMMENTS. Particularly comment upon the officer's overall leadership ability, personal traits not listed on the reverse side, and estimated or actual performance in combat. Include comments pertaining to unique skills and distinctions that may be important to career development and future assignment. A mark in boxes with an asterisk (\*) indicates adversity and supporting comments are required.

**\*\*\*BEST XO IN THE SQUADRON\*\*\***

LCDR WADDLE is a truly outstanding Executive Officer. In only eight months as XO he has stimulated dramatic improvements in every area of the ship. Specifics include:

- **SECOND IN COMMAND**. Earned a **NAVY COMMENDATION MEDAL** for service as Command Duty Officer for a mission of great significance to the security of the US government. Consistently displayed **command judgment** and **tactical expertise** during the most demanding operations conducted by a submarine in peacetime.

- **MAKES THINGS HAPPEN**. Improved every process in the ship by enforcing due dates and demanding quality. Relentlessly pursued items requiring action, raising the standard shipwide.  
**THE PERFECT XO!!**

- **OUTSTANDING PLANNER**. Prepared the ship for a **short notice deployment to WESTPAC**, guiding the completion of all pre-deployment milestones in half the time normally allotted for deployment preparations.

- **DEAN OF ACADEMICS**. Upgraded the quality of training by teaching officers and CPOs how to run an effective program. His efforts have **improved every training program on the ship**.

- **EXPERT MANAGER**. Raised the Radiological Health Program from a weak average to a **SOLID ABOVE AVERAGE**, earning the praise of Squadron inspectors who found **no significant deficiencies during an External Radiation Health Audit**.

- **SAVED THE SHIP**. Lead the effort to combat a major rupture in a 3,000 psi hydraulic system which occurred during the conduct of sensitive tactical operations deployed. Boldly intervened under perilous conditions to take immediate damage control actions and organize the efforts of apprehensive subordinates. **By his courage, he prevented a fire that could have resulted in loss of the ship and crew.**

LCDR WADDLE's inspirational leadership, technical talent and strength of character have revitalized the command and made everything better! He possesses all the attributes needed for success in command. He has been **evaluated by the Squadron Commander** as **"The Number One Executive Officer in the squadron"** and **"definitely in the must promote and must screen category."** He is most strongly recommended for accelerated promotion to Commander and assignment to Command of an SSN.

*Ready for command! He is better than any of the 40 XO's I observed in two years as a TYCOM Tactical Readiness Inspector. SCREEN FOR COMMAND!*  
*W. J. CDR, USN*